



CITY OF LODI

COUNCIL COMMUNICATION

AGENDA TITLE: Consultant Service - Hutchins Street Square Facility Utilization

MEETING DATE: March 5, 1997

PREPARED BY: Charlene J. Lange, Community Center Director

RECOMMENDED ACTION:

That the City Council authorize the City Manager to execute and approve the contract upon review by the City Attorney with Bronfenbrenner Cultural Consulting Services for a facility utilization and financial plan recommendation for the new performing arts and conferencing center at Hutchins Street Square.

BACKGROUND INFORMATION:

Preliminary investigations that staff, the architects and the Hutchins Street Square Foundation have at hand indicate our project will need a more specific and in-depth study on the use and operation of the performing arts and conferencing space that will be added to our current operation in the Spring of 1998. Of the major concerns is the development of a plan to facilitate all constituencies in the Lodi geographical area, (i.e., non-profits, service clubs, tourism, schools and private rentals).

Bronfenbrenner Cultural Consulting Services was found through a search by the site architects, Wenell Mattheis and Bowe, with strong recommendations from the performing arts consultant Auerbach and Associates. The study is expected to be complete by the end of Spring, 1997.

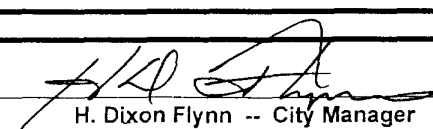
FUNDING:

Carry over funds from account 10.0-72.3
\$8,000.00


Charlene J. Lange
Community Center Director

CJL/tv

APPROVED: _____


H. Dixon Flynn -- City Manager

*Bronfenbrenner Cultural Consulting Services
33 Yolanda Drive
San Anselmo, California
415-485-6831
e-mail: sbflat@ix.netcom.com*

February 25, 1997

Ms Charlene Lange, Community Center Director
Hutchins Street Square, Conference and Performing Arts Center
125 South Hutchins Street, Suite A
Lodi, California 95240

Dear Charlene:

Please accept this letter as a contract between Bronfenbrenner Cultural Consulting Services and Hutchins Street Square for services in connection with ongoing project development. If this contract meets with your approval, please sign two copies of the document and return one to me at the above address.

Study Objectives and Focus

- 1) *Facility Utilization and Program Planning:* How can and will new facilities be used by existing non-profit and for-profit organizations including schools, performing organizations, businesses, government agencies and so forth? Through group and one-on-one discussion with potential facility users, the study will develop one or more projected schedules of facility use. Separate schedules will be developed for performance, conference and other spaces. This analysis will also integrate the intended uses of the facilities by the Center itself for new programming. These schedules will define one or more programming schemes for the facilities under consideration. The resulting schedules will be used as a basis for projected revenues for both the Center and user organizations.
- 2) *Governance and Management:* I will develop recommendations on appropriate structures for governing and managing the new facilities and institutions. These recommendations will consider the objectives of project leadership, the needs of potential user organizations and the community. In addition, the proposed structures will be consistent with and supportive of the funding and financing requirements of the institution. Careful attention will be paid to the phases of institutional development (typically these phases include design, pre-construction, construction, start-up operations, mature operations) and their impact on the governance and management needs of the institution. Staffing and cost models will be developed as part of this portion of the study.
- 3) *Support and Maintenance Operations:* After developing a sense of the scope of facility development, the potential program schemes and management structures, the study will turn to an examination of the operational and financial resources necessary to sustain the facilities and institutional infrastructure. This analysis will focus on office operations, ongoing facility cleaning and maintenance, long-term maintenance programs, insurance and numerous other items needed to sustain the institution. Specific recommendations will be made regarding allocation of personnel and financial resources to these important objectives.

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- 4) *Financial Plan:* The preceding components of the study will be integrated into a detailed and documented financial operating plan. One objective of this plan will be to provide a realistic guide to your institution for the development of annual operating budgets. A critical conclusion of the financial plan will be the identification of the annual operating subsidy required to sustain the institution and its programs in the long term. The financial plan will also include cashflow projections where deemed appropriate.
- 5) *Income Development:* Throughout the study we will be establishing expectations and goals for earned and contributed income. Our objective in these discussions will be to maximize income from these sources while remaining true to the mission and limitations of the Center. The financial plan will include these goals and expectations. If it is necessary to augment income from these expected levels, I will propose methods of strengthening the institution's capital base, moving forward with fund-raising efforts and other business development opportunities that may be available to you.

Study Process

The study will consist of the follow steps. These are subject to change as the study progresses.

Document Review: I will complete a review of existing planning documents including, but not limited to, architectural plans, capital and operating budgets, fund-raising material and information about potential user groups.

Project Review Meeting: An initial meeting with you and other members of the project leadership to provide a framework for the study. Topics for discussion will be wide-ranging including all of the issues outlined above.

Constituency Meetings: One key objective of this study is to bring together the various constituencies involved in and impacted by the proposed Center. I propose scheduling several group and one-on-one meetings with representatives of these various constituencies. These would include: volunteer and professional leadership of non-profit organizations which may use the proposed facilities, community business leaders with an interest in the project, school program administrators and members of the Center's Board of Directors and leadership group. These meetings will take place on one day.

Preparation of Preliminary Report: I will then develop a preliminary analysis and report addressing the issues outlined above. I will consult with you and others as necessary throughout the development of this preliminary report. This report will be provided to you upon its completion.

Review of Preliminary Report: Following review of the preliminary report by you and others as appropriate, we will meet to discuss your observations and comments. We may find it appropriate to test some of the findings of the preliminary report with others involved in the constituency meetings earlier in the project.

Preparation of Final Report: I will prepare a final report, including the detailed financial model, and will be prepared to present it to you and your Board as appropriate.

Charlene Lange
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The attached Project Schedule summarizes the time allocated to each phase of the study and specifies terms pertaining to fees and expenses. The total fee shall be eight thousand dollars (\$8,000.00) payable in accordance with the schedule specified in the Project Schedule. Expenses shall be reimbursed as soon as reasonably possible upon presentation of documentation of expenses. All payments shall be made by check payable to Bronfenbrenner Cultural Consulting Services.

It is understood that Bronfenbrenner Cultural Consulting Services shall act as an independent contractor on this project and that employment agreement is implied by this contract. It is further understood that no withholdings shall be made from payments of fees specified by this contract.

It is understood that Hutchins Street Square is responsible for scheduling all meetings in connection with this project. If it becomes necessary to modify or expand the project schedule due to scheduling difficulties, it is understood that such changes may result in a modification to the fees specified in this contract. Such changes shall be made by mutual agreement in advance of any change in the project schedule. In addition, it is understood that changes to the scope of the project may result in modifications to the fee. Such changes shall be made by mutual agreement.

Again, thank you for the opportunity to be involved in this community project. I look forward to working with you.

Sincerely,



Steven J. Bronfenbrenner
Principal
Bronfenbrenner Cultural Consulting Services

Enclosures

Agreed:

Charlene Lange, for
Hutchins Street Square

Bronfenbrenner Cultural Consulting Services
Hutchins Street Square, Conference and Performing Arts Center
Proposed Project Schedule

Phase	Estimated Time in Days
Document Review	1
Project Review Meeting	1
Constituency Meetings	1
Preliminary Report Preparation	2
Review of Preliminary Report	1
Preparation and Delivery of Final Report	2
Total Days Proposed	8
Daily Fee	\$1,000
Total Proposed Fee	\$8,000

<i>Fees are payable in accordance with the following schedule:</i>	
Upon completion of Project Review Meeting	\$2,000
Upon completion of Preliminary Report	\$4,000
Upon Delivery of Final Report	\$2,000
Total	\$8,000

Modifications to the proposed scope of the study may result in a modification of the schedule and fees.

Reasonable expenses are to be reimbursed including the following:

Driving mileage at \$0.30 per mile.
 Meals including lunch while meeting with client or others involved in project
 Parking and tolls
 Facsimile transmission costs using office service center
 Mailing and shipping
 Report duplication requested by client using office service center

Fees are to be paid by check payable to Bronfenbrenner Cultural Consulting Services.

STEVEN J. BRONFENBRENNER

48 San Rafael Avenue
San Anselmo, California 94960
(415) 485-8831

EXPERIENCE**Director of Finance and Planning**

1993 - present

San Francisco Ballet Association San Francisco, California

- Chief Financial Officer of non-profit corporation with annual operating budget of \$18 million.
- Direct accounting, financial reporting, treasury, investment, computer services and human resources functions.
- Plan and implement major capital and endowment fund-raising efforts.
- Administer \$10 million endowment fund.
- Negotiate and administer labor contracts with seven unions.

Vice President, Senior Financial Consultant and Treasurer

1989 - 1993

*C. W. Shaver & Company, Inc. New York, New York***President**

— and concurrently —

*Research Company of America, Inc. New York, New York**An affiliate of C. W. Shaver & Company, Inc. serving clients with financial planning services.**Consultant to non-profit organizations and public agencies in the fields of culture, higher education, and social services.***Areas of emphasis:**

- Long-range and strategic planning
- Financial control and reporting systems
- Institutional assessment
- Governance and management
- Program and performance planning
- Facility utilization
- Fund-raising feasibility studies
- Regional cultural planning
- Computer system design and utilization
- Cultural center development

Executive Director

1986 - 1988

Springfield Symphony Orchestra Springfield, Massachusetts

- Eliminated \$400,000 operating deficit in two years.
- Initiated new concerts, tours and educational programs.
- Successfully led extensive private and public sector fund-raising.
- Negotiated labor contracts: musicians, stagehands, artists.

Director of Finance and Operations

1984 - 1986

Greater Miami Opera Association Miami, Florida

- Developed and administered annual operating and capital budgets.
- Managed \$5 million investment portfolio.
- Administered employee and performer payroll, personnel policies, contracts and benefits.
- Reorganized computer resources expanding system and staff utilization.
- Improved box office operations and audited performances and annual results.

Assistant Manager

1982 - 1984

Tucson Symphony Orchestra Tucson, Arizona

- Planned and directed all orchestra operations, community and educational programs.
- Oversaw budgeting and financial control procedures.

Steven J. Brontenbrenner

EDUCATION**Cornell University - Ithaca, New York***Graduate School of Business and Public Administration*

Masters of Business Administration - Finance

1981

College of Arts and Sciences

Bachelor of Arts - Economics and Government

1979

RELATED ACTIVITIESAdjunct Professor

1989 - 90

Springfield (MA) Technical Community College

Course: Introductory Accounting (4 credits)

Orchestra Management Fellowship

1981 - 82

One of eight participants selected from national applicant pool in one-year management training program offered by the American Symphony Orchestra League.

Lecturer/Presenter

1982 - present

American Symphony Orchestra League, Opera America and the

National Guild of Community Schools of the Arts. Topics:

Financial Planning, Capital Campaigns, Computer Systems.

Assignments: San Francisco Symphony, Minnesota Orchestra, Oregon Symphony.

Additional Studies

1979

Goethe Institute - Vienna, Austria

Steven J. Bronfenbrenner
Selected Clients

Actor's Fund of America
New York, New York

American Ballet Theatre
New York, New York

American Center for Wine, Food and the Arts
Napa, California

American Foundation for AIDS Research
New York, New York

American Symphony Orchestra League
Washington, DC

Aperture Foundation
New York, New York

Archdiocese of New York
New York, New York

Arkansas Arts Center
Little Rock, Arkansas

Audubon Institute
New Orleans, Louisiana

Big Apple Circus
New York, New York

Brooklyn Academy of Music
New York, New York

Cultural Council of Hilton Head
Hilton Head, South Carolina

Cumington Community of the Arts
Cumington, Massachusetts

Currier Gallery of Art
Manchester, New Hampshire

Earlham College
Richmond, Indiana

Eastern Washington State Historical Society
Spokane, Washington

Grand Opera House
Wilmington, Delaware

Great Lakes Museum of Science
Cleveland, Ohio

Harford Community College
Bel Aire, Maryland

Harlem School of the Arts
New York, New York

Indianapolis Symphony Orchestra
Indianapolis, Indiana

Institute of American Indian Arts
Santa Fe, New Mexico

Joffrey Ballet
New York, New York

Le Moyne College
Syracuse, New York

Levine School of Music
Washington, DC

Little Orchestra Society
New York, New York

MetroArts/Harrisburg
Harrisburg, Pennsylvania

Napa Opera House
Napa, California

National Invention Center
Akron, Ohio

New Brunswick Cultural Center
New Brunswick, New Jersey

New Dance Group Studio, Inc.
New York, New York

New Orchestra of South Florida
Miami, Florida

New York City Opera
New York, New York

Old Sturbridge Village
Sturbridge, Massachusetts

Parrish Art Museum
Southampton, New York

Paul Taylor Dance Company
New York, New York

The Peace Center
Greenville, South Carolina

Philadelphia Museum of Art
Philadelphia, Pennsylvania

Settlement Music School
Philadelphia, Pennsylvania

St. Louis County Heritage and Arts Center ("The Depot")
Duluth, Minnesota

Strawbery Banke
Portsmouth, New Hampshire

BACKGROUND

Steven J. Bronfenbrenner has over fifteen years experience as a senior manager and consultant in the non-profit sector. Upon receiving his Masters of Business Administration from the Cornell University Graduate School of Business and Public Administration, he served as the Director of Finance and Operations of the Greater Miami Opera Association and as Executive Director of the Springfield (MA) Symphony Orchestra . He then joined C. W. Shaver and Company, Inc., a consulting firm specializing in guiding non-profit organizations in the areas of financial planning, fundraising and institutional development. As Vice President and Senior Financial Consultant with the Shaver Company, Mr. Bronfenbrenner worked with numerous clients in the performing arts, higher education, social services and health care. A list of selected clients is attached.

In 1993 Mr. Bronfenbrenner was appointed as Chief Financial Officer of the San Francisco Ballet Association and San Francisco Ballet Endowment Foundation. While working with the Ballet, Mr. Bronfenbrenner has continued to serve clients of C. W. Shaver and Company and other selected organizations.

Mr. Bronfenbrenner and his family live in San Anselmo, California.